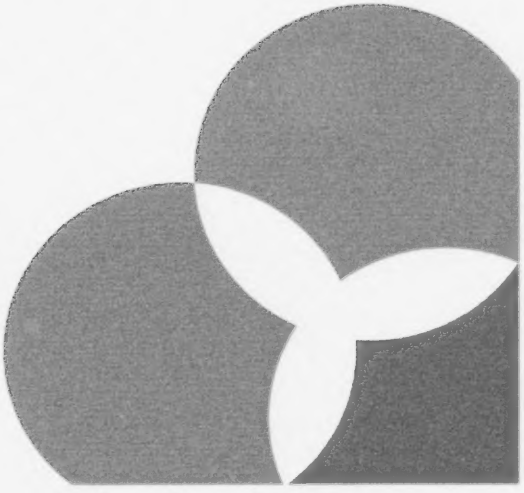
2017-2018 Business Plan

ONTARIO
SCIENCE
CENTRE

An agency of the
Government of Ontario



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EXECUTIVE SUMMARY

The opening of the Ontario Science Centre in 1969 marked the introduction of a new innovation in the engagement of audiences with science. The Ontario Science Centre, along with the Exploratorium in San Francisco, was the first fully interactive science centres in the world. Until then, science museums were largely collection based institutions that employed a traditional museum approach to exhibit curation; the experiences were mostly based on viewing rather that interacting. The opening of these two institutions ushered the 1970's into a very different science engagement landscape. The new approach was embraced by users and began to be adopted as the model for engaging audiences with science, natural history, art, etc. For almost fifty years this model has continued to be followed and now there are more than 3,000 interactive science centres around the world.

New innovations, especially since the beginning of the millennium, have transformed people's access to information. Access to digital content anytime and anywhere, globalization, shifting needs of audiences, increased competition and economic instability over the past decade have all had significant impacts on attendance at place based institutions such as science centres, museums and art galleries. As a result institutions need to re-evaluate all aspects of their business in order to be relevant to audiences now and into the future. The Ontario Science Centre is undertaking important work to develop a Strategic Master Plan that includes long and short term strategies for the organization. The work will commence in 2016-17 and is expected to be completed in 2017-18. Appendix A provides an interim overview of the 2017 18 business priorities and implementation plan. The Appendix will be refined to include the outcomes of the Strategic Master Planning process. In the meantime, the Centre will focus on foundational work that will move the organization toward the objectives outlined in the Strategic Master Plan while ensuring ongoing operations and delivery of experiences to visitors.

Relevance, innovation and sustainability will continue to be key drivers for the Ontario Science Centre as the organization is re-imagined to be successful into the future. The success of the past 50 years is a foundation to be built upon but the status quo will only result in declining engagement, attendance and viability. The four different and interconnected drivers that are the Centre's short term focus in order to ensure the long term viability of the organization: (1) visitor experience; (2) positioning the organization for success; (3) financial sustainability; and, (4) brand marketing.

Thus, the Centre is focused on developing innovative strategies to better align with the needs and expectations of visitors under the following three internal pillars:

i) Relevance to visitor/client/stakeholder,
ii) Innovation and,
iii) Long term financial sustainability.

And three external pillars:

i) Global leader in free choice science learning,
ii) Vital link to Ontario's education and innovation systems,
iii) Prime venue for public dialogue on science and society.

Relevance is linked directly to the Centre's ability to increase visitors' access to and engagement with its offerings. However, there are several challenges to attracting new visitors, encouraging the public's interest, increasing the frequency of visits, and turning those achievements into robust financial results simultaneously. Moving forward the Centre will utilize business intelligence and analysis in order to objectively review its current offerings, identify its competitive advantages, identify what it is uniquely qualified to undertake, and what changes need to be implemented to reach its participation goals (how to increase its audiences) and target markets.

Long term financial sustainability will be realized through successful strategies that not only maximize penetration of key demographics and increase its revenues and attendance simultaneously, but also on the Centre's ability to advance toward data-driven decisions. The Centre is committed to focus resources on key activities that are the real issues (with impact on the Centre's mission), and collaborate to set business goals and measure results.

The commitment to innovation will include partnering with academic institutions, commercial organizations and government. These unique partnerships will be essential for the creation of experiences that align with the corporate mission, science priorities and visitor needs.

1. CORPORATE OVERVIEW

The Ontario Science Centre opened in 1969 as a pioneering interactive science museum, a gift from the Province of Ontario to mark Canada's Centennial. Today, with more than 3,000 interactive science centres around the world, the Centre needs to continually work on ensuring its relevance, innovation and sustainability in order to be a leader within the industry. Since its opening, the Ontario Science Centre has welcomed over 51 million visitors and has been a favorite school-trip destination for generations of students.

The Centre's original mandate to increase public understanding of science and technology is more relevant than ever. As our society and economy are more than ever based on knowledge, science and innovation and the Science Centre has an important role to play in enabling the public's participation in today's knowledge based society, in public education and engagement with science and in promoting a culture of innovation.

Although scientific discoveries and technological advances multiply incessantly, the basic skills that make them possible are relatively few: curiosity, observation, experimentation, challenging the status quo, connection, reframing, and innovation. By focusing on the skills and habits that make scientific discoveries and technological advances possible the Ontario Science Centre will continue to play a vital role in the rapidly obsolescing world of science and technology. As for enduring attraction, exhibits that are relevant, fun, challenging and interactive continue to appeal to the curious and inquisitive mind. Interactivity also provides an immediately rewarding tactile experience and it makes experimentation and collaboration possible.

Placed by foresighted design at the nexus between science and society, the Ontario Science Centre can and should play a larger role in fostering a culture of science and innovation and in curating the public dialogue between science and society, both critical functions for our economic and social well-being. This requires continuous innovation, fresh investment, and closer connectivity among the different pieces of the education and innovation ecosystems.

Who We Serve

The Centre considers a broad and constantly-evolving range of stakeholders and visitors as it sets its directions and priorities.

Stakeholders

- The people of Ontario as represented by the Government of Ontario, its Ministers and Ministries
- Education and science research organizations
- Public, private and individual supporters
- Science centres and museums around the world

- Organizations and communities – such as local cultural and tourism attractions – with shared interests
- Employees
- Volunteers

Visitors

- Individual and group visitors
- Members
- Business clients and partners, including science centres and museums, travel and tour companies and facility rental clients

Priority Visitor Segments (in order of priority)

Families

At the core of the Centre's visitors are families with children. The Centre's brand of interactive and fun-based learning and the multigenerational, social experience of a science centre visit appeals to all members of a family: children are engaged and actively discovering the world around them, while parents enjoy watching their children learn as they themselves learn.

Students

The Centre's interactive approach to science learning provides teachers and students from K to 12 with strong support and a complement to classroom learning. In a national survey, 94% of Canadian university students said that trips to science centres and museums increased their interest in science and technology. At a time when educators are concerned about students' declining interest in science and technology, the survey revealed that student interest in these subjects' increases with the hands-on experiences that science centres offer.

Strategic Plan

The annual corporate business plan links the longer term strategies and the shorter-term goals that drive each fiscal business planning cycle. Linkages between the Strategic Priorities and the plan are explained in Section 3 (Corporate Business Plan). A new Strategic Master Planning process is underway and through that a multi-year strategic plan will be developed.

Our Mandate

The *Centennial Centre of Science and Technology Act* states the following objectives for the Centre:

(a) to depict to the public and to conduct a program of education in the origins, development and progress of science and technology, and their relationship to society;

(b) to depict the role of Ontario in the furtherance of science and technology;
(c) to stimulate the interest of the public in matters depicted by the Centre;
(d) to collect, manufacture, market, exhibit and sell objects and displays; and
(e) to maintain and operate a science centre and related facilities for the furtherance of the objects set out in clauses (a) to (d) and to provide consulting services in relation to all the matters set out in this section.

Our Vision

Inspiring a lifelong journey of curiosity, discovery and action to create a better future for the planet.

Our Purpose

The Ontario Science Centre delights, informs, and challenges the communities we serve. We enrich people's lives and their understanding through engagement with science of local, national, and global relevance. We are the public centre for innovative thinking and provocative dialogue in science and technology.

Our Values

- Accountability – to all stakeholders including the people of Ontario
- Collaboration – both inside the Centre and among the Centre's staff and beyond the walls of the Centre with stakeholders and visitors
- Creativity – in addressing the Centre's purpose, challenges and opportunities
- Customer First – customers are at the heart of all the Centre does
- Inclusivity – to draw from diverse communities of interest and expertise
- Integrity – commitment to scientific relevance and accuracy and responsible stewardship of the Centre
- Passion – through personal and professional commitment to our purpose
- Risk-taking – continual exploration of new tools and processes to fulfill the Centre's purpose

Our Business Filters

All activities are screened and evaluated against these pillars:

- Relevance (to the visitors, clients and stakeholders)
- Innovation
- Sustainability

Supporting Ontario's Priorities

As an agency of the Government of Ontario reporting into the Ministry of Tourism, Culture and Sport (MTCS), the Centre is committed to fulfill its own corporate strategic objectives, and to foster the broader goals of the provincial government and MTCS. Building on the provincial commitment to optimize Ontario's economic, cultural and social vitality, the Centre will do its part by offering dynamic and broadly-appealing

science and technology programming that engages diverse audiences from around the Province and beyond. Specifically, the Centre echoes some of the Province's core objectives by making the Centre accessible to everyone, by nurturing a culture of innovation, by supporting student success, by providing a safe and dynamic environment where families can learn and play together, by promoting healthier lifestyles, by attracting tourists to the region, and by developing programming inspired by and focused on current science news and topics including the environment and ecology, health and wellness, technology and diversity.

Governance and Leadership

The Centre is governed by a Board of Trustees, Chair and Vice-Chair appointed by the Lieutenant Governor in Council. Under the *Centennial Centre of Science and Technology Act*, the Board may have as few as sixteen and as many as twenty-six trustees. Members of the Board are appointed for a term not exceeding three years. They may be reappointed for one or more additional terms. The Chair of the Board is Brian Chu and the Vice-Chair is Ann Louise Vehovec.

The Centre is classified as an operational enterprise, a former Schedule 1, agency of the Ministry of Tourism, Culture and Sport (MTCS). There are regular discussions between the Centre and the Ministry regarding corporate powers necessary for the Centre to pursue its business priorities.

The Board is a governing board focussed on organizational strategy and priority setting, as well as on strategic issues related to programming, exhibit development, and major financial or operational policy items. The Board is accountable to the Minister of Tourism, Culture and Sport; this relationship is detailed in a Memorandum of Understanding, updated in 2011. The Board Chair receives an annual mandate letter from the Minister outlining expectations for the year. In some cases there are specific initiatives undertaken to respond to the mandate letter, in other instances the response is embedded in existing priorities and deliverables. The 2017-18 mandate letter focuses on:

- Aligning agency planning with ministry priorities;
- Establishing strategies to support ministry priorities;
- Meeting high standards and best practices of governance, fiscal management and sustainability, and accountability;
- Maintaining an effective system of internal controls and compliance with applicable requirements to promote transparency and accountability;
- Managing the operational, strategic and financial risks encountered by the Ontario Science Centre to help ensure business objectives are met;
- Effectively managing the Ontario Science Centre's expenses to align with the government's fiscal objectives to ensure efficiency and sustainability;

- Supporting the goals of the Ontario Culture Strategy including contributing to an Arts Policy Framework;
- Delivering special programming to celebrate Ontario 150, as well as the 150th anniversary of Canada; and
- Supporting government initiatives that will improve Indigenous wellbeing.

An orientation is provided to all Board members including discussion of the vision, strategic directions and priorities, business plan, fundraising activities, responsibilities of the Chair and CEO, executive limitations, conflict of interest, delegation of financial authority and responsibility to the Minister of Tourism, Culture and Sport. Information is updated regularly.

The Board operates with an Executive Committee and four program committees: *Finance and Operations*; *Development*; *Strategic Oversight Committee*; and, *Governance and Government Relations*. The Board committees make recommendations to the full Board. The Board and its subcommittees meet quarterly. Board minutes are filed regularly with MTCS and an annual report is approved by the Minister of Tourism, Culture and Sport.

The CEO is directly accountable to the Board for ensuring the implementation of Board policy and directing and managing the organization to achieve its objectives. The CEO also reports to the Deputy Minister of Tourism, Culture and Sport to ensure that the Centre operates within the provincial government's approved framework for operational enterprises and agencies including adherence to all Directives and Policies of the Management Board of Cabinet (MBC).

The Centre is organized into three branches with approximately 240 full time equivalents (FTEs) responsible for carrying out the seven days a week operations. An organization chart can be found on page 28. Three Vice Presidents report directly to the CEO:

- Vice President, Corporate Services and Operations and Chief Operating Officer
- Vice President, Science Education and Experience
- Vice President, External Relations, Marketing and Communications

The CEO is also the interim Chief Science Officer.

2. ENVIROMENTAL SCAN

Ontario's Economic Outlook

The medium term outlook for Ontario is continued growth despite soft exports and manufacturing sales in second quarter due in part to disruptions to the global auto industry supply chains caused by an April earthquake in Japan. These issues have since been resolved. Ontario's economy continues to be underpinned by a reasonably healthy job market and still strong housing sector. Real GDP growth is expected to rise by 2.7 per cent in 2016 primarily as a result of rising export activity; which will translate into 2.0-2.4 per cent increase in GDP in 2017 and 1.7% in 2018.[1] [2] While there is evidence to support the projected growth there are some risks that need to be considered as the 2017-18 business priorities and budget are developed, including the risk that US economic growth is lower than expected and the slowed growth in the Chinese economy may lead to swings in commodity prices and renewed bouts of financial market volatility. However, the external environment for Ontario is expected to turn more positive during the next two years due to a better performance in its largest export market, the U.S., a low Canadian dollar, low interest rates, and low oil prices.[3] The low Canadian dollar also supports increased tourism from the U.S. market.

The housing market may be strengthened as foreign buyers shift from Vancouver following the implementation of the new tax. However, the current pace of sales and price growth is unsustainable and the market is expected to cool by the second half of next year.[4] Retail spending is expected to be around 3.8 per cent and 3.3 per cent in 2017 and 2018 respectively which is much closer to the national rates – 3.6 per cent in each in 2017 and 2018 Projected moderate job creation in 2017 is expected to continue to reinforce the current consumer confidence trends. Ontario's unemployment rate is expected to go from 6.7 per cent in 2016 to 6.6 per cent in 2017 and 2018[5].

Despite consumer spending during the first half of the year, the aggregate economy has registered a sustained decline in household savings in contrast with the high levels of spending. As expected, Canadians are facing challenges saving which could lead to reduced spending on discretionary items including dining out, entertainment, household improvements, clothing and vacations; potential to have direct impact on the Centre's attendance and revenues.

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[1] Robert Hogue, (2016). "Provincial Outlook: September 2016" [Online]. Available: http://www.rbc.com/economics/economic-reports/pdf/provincial-forecasts/ont.pdf [2016, October].

[2] B. Caranci, M. Dolega and D. Ignjatovic, (2016). "Provincial Economic Forecast: September 29, 2016 [Online]". Available: https://www.td.com/document/PDF/economics/qef/ProvincialEconomicForecast_Sep2016.pdf [2016, October].

[3] (2016). "Ontario Economic Update: 2016 [Online]" Available: http://www.occ.ca/advocacy/ontario-economic-update-2016/ [2016, October].

[4] B. Caranci, M. Dolega and D. Ignjatovic, (2016). "Provincial Economic Forecast: September 29, 2016 [Online]". Available: https://www.td.com/document/PDF/economics/qef/ProvincialEconomicForecast_Sep2016.pdf [2016, October].

[5] Ibid.

GTA Economic Outlook

Building on the strong performance in 2015, the GTA's economy is expected to continue to be strong in 2016 driven by the low Canadian dollar that is having a positive impact on the manufacturing and tourism sectors. Unemployment for 2016 and 2017 is 6.9 and 6.7 per cent respectively, a slight improvement over 2015[6]. Overall the outlook for the GTA is positive with real GDP to grow by 3.2 per cent in 2016 and 2.9 per cent in 2017[7].

Tourism

Visits to the centre by GTA residents represents 68% of general attendance, visitors coming from outside GTA but from Ontario account 16%; while visits from rest of Canada and outside of Canada represents barely 16% of the general attendance. Consequently, Science Centre visitors are more likely than the G6 average to live in the GTA. The Centre has had challenges in attracting the tourism market primarily as a result of location. Studies show that if visitors are staying in Toronto for more than three nights then the Centre becomes a consideration for a visit.

Tourism Trends

Tourist attractions' performance is projected to grow in 2016 and 2017 as a result of the weakened Canadian dollar and more Ontario residents opt for staycations. Visitation to Ontario by the rest of Canada is also projected to grow.

Toronto is expected to experience a rise in tourist attractions visits and value, driven by continued growth of attractions such as the CN Tower and the Edge Walk, the theatre district, several renowned museums and art galleries, and the Ripley's Aquarium, opened in Toronto during 2013. In particular, live theatre is attracting leading productions Toronto and Ontario continues to build an international reputation of live theatrical and musical entertainment center. Favourable exchange rates in the coming year will be an opportunity for theatre to attract foreign tourists.

The natural wilderness of Canada will continue to be a magnet for both domestic and inbound tourists. In particular, Provincial parks will continue to attract visitation given their proximity to more populated areas, infrastructure and facilities available. Adventure, sport tourism and ecotourism will face a stronger growth in coming years. One interesting trend is the sprouting of urban parklands in cities such as Toronto and Vancouver, offering hiking and boating activities that used to be offered in more remote areas.

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[6] (2016). "Ontario Economic Update: 2016 [Online]" Available: http://www.occ.ca/advocacy/ontario-economic-update-2016/ [2016, October].
[7] (2016), "Ontario Economic Update 2016: Toronto Economic Region [Online]" Available: http://www.occ.ca/advocacy/ontario-economic-update-2016/toronto-region/
[2016, October].

3. CORPORATE BUSINESS PLAN 2017-18

The delivery and operating model for science centres is undergoing significant disruption. Advances in technology, new entrants into the innovation and technology space and changing consumer behaviours are having a direct impact on the Centre. Decreased attendance and earned revenues over the past six years and increased operating costs have created sustainability challenges for the organization. Visitor attendance at science centres, natural history museums and art galleries has been on a decreasing trend to varying degrees in recent years. There are many explanations for the decline - changing demographics, impact of technology, uncertain economic climate, busy lives, and increased competition - but there are no quick or easy solutions. When the Centre opened in 1969 it was one of only two interactive science centres in the world. Since then much has changed but most notably in the last decade driven primarily by the introduction of new technologies. The internet provides consumers with instantaneous content *when they want it* and *where they want it*. The advent of social media created communities of interest that provided a forum for discussion and sharing of content.

In the short term while the Science Centre completes the Strategic Master Plan, the 2017-18 business plan will build on the strategic pillars identified in 2016-17 and as outlined below.

The Ontario Science Centre
Strategic Focus

Global leader in free-choice science learning
Innovation
Relevance
Goal
Sustainability
Vital link in Ontario's innovation and education ecosystems
Prime venue for the public dialogue on science and society

Internal Strategic Pillars

- **Relevance:** a discipline of "outside-in" evaluation and benchmarking of visitor experience, programmatic offerings, and development approaches and formulate compelling value propositions for all groups interacting with the Centre.
- **Innovation:** Innovation should be the Science Centre's "middle name" both in its offerings and in its internal operations. Innovation lies at the nexus between science, technology, society and culture which is the arena in which the Centre should be most visible and relevant.
- **Sustainability:** Set business sustainability as a major goal of the organization. Review all Centre operations to makes sure they are financially and operationally sustainable.

External Strategic Pillars

- **Global leader in free-choice science learning:** There is a growing body of research showing that free-choice, sometimes called informal –as opposed to formal, learning is key to both knowledge of science and attitudes about science among the population. Free-choice science learning is the hallmark of the Centre offerings and therefore an area where the Centre is uniquely positioned to be a national and global leader.
- **Vital link in Ontario's Innovation & Education ecosystem:** The contribution of the Centre to foster a culture of science and innovation can be maximized by linking the Centre more tightly to the rest of the Innovation ecosystem in the province. Because of its broad reach among the general public and K-12 students the potential impact of the Centre in this area is significant.
- **Prime venue for the public dialogue on science and society:** Many of the most important societal decisions include an important science component (e.g. artificial intelligence, personalized medicine, stem cells, etc.); however some segments of society are drifting away from science, or are openly hostile to it (see e.g. National Geographic's March 2015 article "The War on Science"). The Centre can play a significant role by convening a broad public dialogue on key aspects of science and society.

2017-18 Strategic Business Priorities

The 2017-18 preliminary planning assumptions include:

i. Attendance flat lined
ii. Operating and occupancy grants remain unchanged
iii. Earned revenues are projected to be flat at approximately $15.5M
iv. Ongoing occupancy expenditures planned at $3.8M
v. Increased relevance through enhanced focus on visitor offer (physical and digital) and service
vi. Begin to shift culture through the consistent alignment to shared priorities

Long term sustainability is not a new issue for the Science Centre; this has been an ongoing issue since the mid-1990s as consumer behaviours began to change and costs escalated more rapidly than the Centre's ability to increase revenues. Increases in wage rates, operating costs and economic uncertainty impacting consumer spending all contributed to the challenges.

The 2017-18 Business Plan will continue to be based on the strategic pillars:

a. Relevancy – How the Centre is relevant to the targeted visitor segments; this includes programs, experiences and services
b. Innovation – Supporting the government's innovation agenda with a focus on creating linkages between science and society
c. Sustainability – Sustainable allocation of resources, revenue growth alongside expense management, measure-improve-measure

However, the Centre will also begin to implement strategic business priorities that will test new approaches to delivering the visitor experience and begin to position the organization for future success. The items identified in the Strategic Business Priorities are not an extensive list of all the activities that the Centre will undertake; list of 2017-18 Operational Deliverables can be found in Appendix B. Instead, it focuses on the priorities and deliverables that will enable the transformation that is required to ensure the long term relevance and sustainability of the organization. The outcomes of the Strategic Master Plan will further inform the business priorities.

Strategic Business Priority 1: Enhance Visitor Experiences

a. Implement new visitor driven offers using new approaches to science engagement
    i. Ontario150 Collaboration and Creation Zone in the Great Hall
b. Deliver a memorable visitor experience to every guest
    i. Develop customer experience strategy
    ii.
c. Implement capital improvements to the physical space to enhance visitor experience
    i. Implement automated parking system

Strategic Business Priority 2: Positioning Organization for Success

a. Develop a new science and technology engagement model
    i. Define new science and technology engagement model as a key deliverable of the Strategic Master Plan
b. Develop a business model that support the new science and technology engagement model
    i. Define business model as defined in the Strategic Master Plan
    ii. Phased implementation of business model
c. Develop a strategic plan that is the blue print with short and mid-term goals to move the organization toward a new science engagement model
    i. Develop strategic plan as part of the Strategic Master Plan
    ii. Implementation of strategic plan
d. Shift organizational culture
    i. Advance culture project as recommended in the Organizational Effectiveness review.
e. Strengthen leadership capacity
    i. Advance of leadership development plan as recommended in the Organizational Effectiveness review
f. Implement new organizational structure
    i. Phased implementation of organizational structure as recommended in the Organizational Effectiveness review
g. Complete market assessment of the OMNIMAX theatre

Strategic Business Priority 3: Financial Sustainability

- Implement new retail model

Strategic Business Priority 4: Build Brand & Marketing

- Website Redevelopment

4. PERFORMANCE MEASURES 2017-18

PERFORMANCE MEASURE	2013-14 RESULTS	2014-15 RESULTS	2015-16 RESULTS	2016-17 INTERIM RESULTS	2017-18 PERFORMANCE TARGETS
VISITOR ENGAGEMENT INDEX[1] A composite score of three measures: Overall Satisfaction, Likelihood to Recommend and Value for Money	86.2	86.0	87.2	86.0	87.2
OVERALL PERCEPTION OF THE CENTRE Percentage of 9 and 10 ratings	27%	39%	35%.	Year-end result.	39%
VALUE PERCEPTION INDEX[2] A composite score of four measures: uniqueness, desirability, relevance, quality.	71.9	71.9	70.1	Year-end result.	72%
INNOVATION INDEX[3] Percentage of respondents who rate key innovation attributes a 9 or 10 on a 10 point scale	50%	50%	44%	Year-end result.	50%
MEMBER HOUSEHOLDS	18,391	18,093	18,051	17,969	15,000
MARKET SHARE OF G6 SCHOOL VISITS	38%	42%	41%	38%	40%
STAFF TURNOVER RATE	8.7%	6%	10%	2%	10%

Performance Measure	2013-14 Results	2014-15 Results	2015-16 Results	2016-17 Interim Results	2017-18 Performance Targets
Staff Training	**457 staff** attended 26 training sessions (19 courses)	**111 staff** attended 11 training sessions (10 courses)	**421 staff** attended 16 training sessions (11 courses)	**75 staff** attended 11 training sessions (6 courses)	**225 staff** attending 20 training sessions (15 courses)
Productivity/Efficiency Index Ratio of visitors to staff (quantity)	3,854.8	3,886.8	3,953.9	Year-end Result.	3,812.3
Total Attendance	983,169	936,439	932,258	516,320	914,954
Market Share G6 Attendance	20.9%	16.8%	16.5%.	15.7%	16%
Earned Revenues	$16,230,000	$14,677,000	$17,430,000	$8,257,000	$15.0M
Access Programs % of visitors from targeted groups through the Centre Access Programs	10.3%	11%	10.1%	13.7%	10%
Sponsors & Donors	• 35 corporate sponsors and donors (including 8 major multi-year relationships) • 5 government project funders • 30 major gift donors (members of our Innovators Circle).	• 30 corporate supporters (including 8 major multi-year relationships) • 3 government project funders • 30 major gift donors (members of our Innovators Circle)	• 25 corporate supporters (including 11 major multi-year relationships) • 3 government project funders • 30 major gift donors (members of our Innovators Circle)	• 33 corporate supporters (including 12 major multi-year relationships) • 3 government project funders • 30 major gift donors (members of our Innovators Circle)	• 35 corporate supporters (including 12 major multi-year relationships) • 3 government project funders • 35 major gift donors (members of our Innovators Circle

[1]Visitor Engagement Index Attributes –Overall Satisfaction of today's visit, Likelihood to Recommend the Science Centre and Value for Money[2]Value Perception Index Attributes – unique experiences that other attractions don't offer (uniqueness); a place that visitors want to visit or revisit (desirability); attraction offering specific experiences for visitor (relevance); attraction worth paying a little more to visit (quality)
[3]Innovation Index Attribute –is innovative

5. FINANCIAL PLAN FY 2017-18; Forecast FY 2018-19, FY 2019-20

The financial plan and forecast includes the three fiscal years 2017-18 to 2019-20 with comparative audited results for fiscal 2015-16 and a projection for the current 2016-17 year.

At this time the fiscal 2016-17 financial projection is preliminary and will be revised in Q3. The revised projection will be based on management's review and forecast of visitor attendance and related revenues, a review and estimate of other non-visitor related revenues and an across the board review of salaries, benefits and other direct expenditures.

The major assumptions in the fiscal 2017-18 financial plan are:

- The current level of Provincial operating and occupancy grants will be unchanged and this will continue for the balance of the planning horizon.
- The Provincial capital funding level for priority projects for 2017-18 has been notionally approved up to $2,510,000. The Centre has estimated capital spending of $1,230,000 for fiscal 2019-20. It is recognized that capital works undertaken in any year will be subject to available funds.
- The Centre's budget at a minimum must be a flat lined operating budget before net capital depreciation and funding amortization expenses.

Statement of Operations

Overall revenue estimates have been maintained at the 2016-17 and adjusted for other new program funding.

The financial plan is based on 273 FTEs. Salaries and benefit estimates are consistent with the current organizational model and have been based on existing contractual wage and benefit settlements. There are no further inflationary increases provided. The Charge for Accommodation from Infrastructure Ontario of $3,888,000 is consistent with funding by the Ministry and as directed by the Board. Overall Other Direct Operating Expenses (ODOE) has been maintained at the 2016-17 level.

Table 1. Statement of Operations ($000's)

Statement Of Operations For the Year Ended March 31st	Audited 2015-16	Projected Actual 2016-17	Plan 2017-18	Forecast 2018-19	Forecast 2019-20
Revenue					
Province of Ontario Grants					
Operating	15,476	15,476	15,476	15,476	15,476
Occupancy	3,888	3,888	3,888	3,888	3,888
Other Grants	502	805	184	100	100
	19,866	20,169	19,548	19,464	19,464
AOC Revenue	115	95	73	72	
Business Operations Revenue	17,015	15,582	15,757	15,757	15,757
Total Revenue	**36,996**	**35,846**	**35,378**	**35,293**	**35,221**
Direct Operating Expenses					
Salaries, Wages and Benefits	20,284	20,246	21,208	21,208	21,208
Other Direct Operating Expenses (ODOE)					
Occupancy	4,758	3,888	3,888	3,888	3,888
Business & General Operations	8,965	11,105	10,209	10,125	10,125
AOC Expenses	115	95	73	72	
Total Expenses	**34,125**	**35,334**	**35,378**	**35,293**	**35,221**
Net Income (Loss) Before Amortization and Undernoted Item	**2,871**	**512**			
Less:					
Amortization of Deferred Capital Contributions	5,829	2,127	2,090	1,877	1,805
Amortization of Capital Assets	(7,206)	(3,182)	(2,939)	(2,593)	(2,428)
	(1,377)	(1,055)	(849)	(716)	(623)
Net Income (Loss) Before Undernoted Item	**1,494**	**(543)**	**(849)**	**(716)**	**(623)**
Curtailment of Accrued Employee Benefit Obligation	888				
	2,382				
Net Income (Loss) for the Year	**2,382**	**(543)**	**(849)**	**(716)**	**(623)**

Table 2. Statement of Financial Position ($000's)

Statement of Financial Position As at March 31st	Audited 2015-16	Projected 2016-17	Plan 2017-18	Forecast 2018-19	Forecast 2019-20
Assets					
Current					
Cash	11,186	11,014	10,431	10,844	10,844
Accounts Receivable	1,353	300	300	300	300
Prepaid Expenses	970	100	100	100	100
Inventory of General Stores	106	107	107	107	107
	13,615	**11,521**	**10,938**	**11.351**	**11,351**
Capital Assets (Net)	**11,955**	**11,432**	**11,003**	**9,640**	**8,442**
Total Assets	**25,570**	**22,953**	**21,941**	**20,991**	**19,793**
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable and Accrued Liabilities	3,156	3,500	2,500	2,500	2,500
Deferred Revenue	4,032	1,500	1,500	1,500	1,500
Due to the Province of Ontario	924	800	800	800	800
Loan Payable to Ontario Financing Authority (OFA)	500	0	0	0	0
	8,612	**5,800**	**4,800**	**4,800**	**4,800**
Long-term Liabilities					
Accrued Employee Benefit Obligation	3,237	3,237	3,237	3,237	3,237
	3,237	**3,237**	**3,237**	**3,237**	**3,237**
Deferred Capital Contributions	**8,895**	**9,633**	**10,470**	**10,236**	**9,661**
Net Assets					
Invested in Capital Assets	3,060	1,799	1,382	969	969
Accumulated Surplus	1,766	2,484	2,052	1,749	1,126
	4,826	**4,283**	**3,434**	**2,718**	**2,095**
Total Liabilities and Net Assets	**25,570**	**22,953**	**21,941**	**20,991**	**19,793**

Table 3. Statement of Cash Flows ($000's)

Statement of Cash Flows for the Year Ended March 31st	Audited 2015-16	Projected 2016-17	Plan 2017-18	Forecast 2018-19	Forecast 2019-20
Cash, beginning of year	**7,321**	**11,014**	**11,014**	**10,431**	**10,844**
Cash Flows from Operating Activities					
Net Income / (Loss) for Year	2,382	(543)	(849)	(716)	(623)
Adjustments for items not requiring an outlay of cash					
Curtailment of accrued employee benefit Obligation	(888)				
Net Amortization Charges	1,377	1,055	849	716	623
Deferred Revenue - concessionaire	(36)				
Net Change in non- cash Working Capital	607	(890)	(1,000)		
	3,442	**(378)**	**(1,000)**		
Cash Flows used in Capital Activities and from Financing Activities					
Capital Asset Acquisitions	(730)	(2,659)	(2,510)	(1,230)	(1,230)
Deferred Capital - AOC	375	395	417	413	
Deferred Capital - Ministry	1,278	2,470	2,510	1,230	1,230
Loan Repayment - OFA Loan	(500)				
	423	**206**	**417**	**413**	
Net Change in Cash for the Year	**3,865**	**(172)**	**(583)**	**413**	
Cash, end of year	**11,186**	**11,014**	**10,431**	**10,844**	**10,844**

6. RISK ASSESSMENT AND MANAGEMENT

The Centre maintains a risk management strategy with respect to relevant business, financial and legal risks. These can be summarized as follows:

Risk to Revenue Streams *(Impact: High; Likelihood: Medium)*

Unexpected decreases in forecast revenues – either provincial grants or self-generated – will have a significant negative impact on the Centre's operating budget and its ability to carry through with programming to visitors and its operational commitments. The Centre's attendance and revenues may be negatively impacted by market conditions beyond the immediate control of the Centre, including increased competition, changing consumer preferences, public health emergencies (flu pandemic), economic factors, weather, labour unrest in the education sector and/or OPS, and security issues (terrorism). International Sales revenue from travelling exhibitions is at risk as exhibits are old making securing new clients (and sales) increasingly difficult. Finally, Membership program changes to increase profitability may result in lower renewal rates and reduced revenue for a couple of years.

Mitigating strategies:

The Centre's planning assumptions for the 2017 18 Business Plan and associated budget reflect the change the Centre has seen in visitor mix (decline in general paid and more recently Membership sales and growth in discounted admissions) which is directly impacting self-generated revenues. Planning assumptions for 2017 18 Business Plan capture this shift and are reflected in the earned revenue projections. The Centre implemented a $9 IMAX® only price in Q2 of 2016 17 FY (adult ticket was reduced by $4) in an attempt to balance attendance and maximize revenues. Analysis of results is underway, preliminary results are positive from a revenue and attendance standpoint. The Centre has developed a budget that reflects current operational realities including conservative revenue projections and controlled expenditures. Though the Centre is projecting lower revenue, the Centre will continue to aggressively pursue growth in both attendance and revenues. International Sales works to offset temporary exhibition rental revenue loss by bidding on additional design/build and consulting contracts. Member acquisition efforts will be increased and accrual revenue reporting will help to distribute the impact of revenue shortfalls over 12 to 24 months. The Centre conducts monthly budget reviews by management and quarterly budget variance reviews with the Finance and Operations Committee of the Board.

Risk from Reputation Loss *(Impact: High; Likelihood: Low)*

The Centre is a media resource for information, opinions and interpretation of science and technology issues. False statements, errors or opinions not based on facts could impact the Centre's credibility.

Mitigating strategies:

The Centre maintains a roster of experts in disciplinary and multi-disciplinary science and technology related areas that are authorized to respond to media inquiries on behalf of the Centre. Requests are coordinated through the Strategic Communications department. Depending on the request, media interviews may be escalated to senior management or the CEO.

Risk from Unexpected Building Conditions *(Impact: Medium; Likelihood: High)*

The Centre's 48 year old building requires ongoing upkeep of obsolete or failed infrastructure. The current 10 year deferred maintenance needs of the building are $147.5 million. Upgrades are required to ensure compliance with local building and fire codes. The Centre also has significant amounts of asbestos within the building that continues to pose both operational and financial challenges.

Mitigating strategies:

The Centre responsibility for capital is captured in the Ministry's asset management system and the Centre works closely with the Ministry to address capital needs. The bigger issue for the building conditions is the areas that Infrastructure Ontario is responsible for and the degree to which the Centre is able to influence decisions related to building improvements. The Centre has an open dialogue with Infrastructure Ontario and CBRE on the current challenges and impact of the current state of the building on visitor perception and satisfaction. The Centre has work with Infrastructure Ontario and MTCS to determine deferred maintenance needs and work is ongoing to determine how best to proceed.

Risk from Product Liability and Operations *(Impact: Low; Likelihood: Medium-High)*

The Centre is exposed to potential liabilities and claims such as bodily injury, damage to property and financial loss with respect to visitors to the Centre, visitors to international installations of the Centre's exhibits and contracted parties.

Mitigating strategies:

The Centre carries a comprehensive commercial general liability insurance specific to the Centre to cover its worldwide risks under the guidance of the Risk Management and Insurance Services of the Shared Services Bureau. Each year the Centre discloses the full scope of its business operations to the insurer including any material changes in operations that may impact coverage. Additionally, Centre uses standardized contract templates for all procurement and sales. Centre also retains the services of professional licensed consultants (including engineers, architects and accountants) as necessary to provide advice in the development of exhibits, programs and support infrastructure. The Centre's contracts are reviewed by legal counsel prior to finalization.

Risk from Major Construction Activities *(Impact: Medium; Likelihood: High)*

LRT construction at the corners of Don Mills and Eglinton will impact traffic flow (reduced lanes and closures) to and from the Centre. There is a high likelihood that this will have a negative impact on the Centre's attendance (including school visits) and revenues.

Mitigating strategies:

Work with Metrolinx/Crosslinx Transit and various stakeholders to avoid closures during peak attendance periods and minimize impact of construction activity. The Centre will implement a Communications Plan that will keep visitors informed on construction issues and provide alternative ways to access the Centre.

Risk from Physical Security Breach *(Impact: Low-Medium; Likelihood: Low)*

As a public institution, the Centre is vulnerable to acts of public nuisance up to and including criminal and/or terrorist activity. This has the potential to disrupt normal operations, tarnish the public image of the Centre and result in short and long-term revenue losses to business areas such as general admissions, facility rentals and school programs.

Mitigating strategies:

Consult with Municipal and Federal law enforcement agencies to ensure current procedures and plans properly address identified risks and/or threats. These plans and procedures are reviewed annually or more frequently as needed. On-site security staff is trained in multiple aspects of emergency response. Emergency plans are updated, rehearsed and reviewed annually. A Threat Risk Assessment was completed in 2013. This document identifies the Centre's risk exposure, encompassing Physical Site Security, Workplace Violence and Civil Liability. A Workplace Violence Assessment was completed in 2015; the assessed physical security identified procedural changes to protect staff and visitors from potential violence and security breaches.

In 2015, the Centre's access control infrastructure was replaced with new hardware and software. The CCTV system was upgraded in 2015 16 FY. The camera system infrastructure has been upgraded and additional network cameras were installed in Q2 of 2016 17 FY.

Risk from Information Technology Equipment Failures *(Impact: High; Likelihood: Low)*

Our reliance on Information Technology to enable us to work efficiently exposes us to the risk of equipment failures which may result in unexpected business disruptions.

Mitigating strategies:

Use a Virtualized server environment so that the work of any one file server will automatically shift to another in the event that a server is no longer functional. Maintain a set cycle for the replacement of equipment, to reduce the risk of equipment failure. Utilize redundancy on key systems to provide immediate fail-over in the event of a system failure. Use Uninterruptible Power Supplies to provide short-term back-up power and power conditioning while the diesel generators are used to power mission critical systems when alternate long term power sources are required. Also all network switches, firewall and IPS, and server infrastructure was replaced with Cisco products. Replacement of PBX telephone system planned over 2015-16 and 2016-17FYs.

Operational Contingency Plans

The Centre maintains a *Business Continuity Plan,* which provides a broad-based response strategy for emergencies and operational incidents and disruptions of varying scope and length. There are also specific procedures and protocols for a variety of scenarios including fire evacuation, system shutdowns, suspicious packages, and emergency response.

Fire Safety – The Centre has an approved *Fire Plan* that is fully coordinated with Infrastructure Ontario and Toronto Fire Services. The Plan provides guidance on all of the Centre's operations and programs. The Fire Plan is reviewed annually as per Ontario Fire Code. A Fire Safety e-learning course was developed and implemented throughout the Centre. A new Emergency Evacuation Plan was completed and shared with staff in 2014. Two annual fire drills were conducted in 2015 to test and evaluate evacuation procedures. Preventive maintenance is undertaken annually.

Health and Safety – The Centre maintains an employer-employee JHSC that ensures that all aspects of the Centre's operations are reviewed and operated according to applicable legislation. Regular inspections of the site are conducted. Potential hazards are identified at Management and staff level. Engineering and administrative controls are developed and implemented as per OPS guidelines, OHSA legislation and specific site safety needs. Recent Centre procedures and training include: Confined Space and Respirator Protection Program, Working from Heights, lifting devices and Health Safety Certification for identified Managers, Lead Hands and Supervisors.

Visitor Health and Safety – The Centre ensures its operations meet Provincial and Federal standards and provide a safe and secure environment for visitors through monitoring and inspections. All new exhibits and programs are reviewed by Management to ensure compliance with regulations and Centre policy. All visitor injuries are recorded by the Centre's Security staff and investigated to determine root cause and corrective action to prevent reoccurrence.

Department-specific Plans – Many departments delivering outward facing visitor communication and delivery services, or inward facing core operation services have developed procedures and protocols to ensure risks are mitigated. This includes but is not limited to Animal Care committee and protocols to ensure animal care is in place 364 days per year.

Financial Management Strategies

Financial Reports

Revenue and expenditure performance are reviewed monthly and are reported quarterly to the Board including a reforecast to year end. Revenues and attendance are monitored on an ongoing basis by Management. Significant negative variance from plan will result in changes to variable staffing deployment, possible program cuts, and centralized controls of expenditures.

Additional strategies are employed to mitigate risk as follows:

Staffing Controls

For 2017 18 planning purposes the FTE count is 273 compared to 277 in 2016 17. Staffing requests are recommended by the branch VP and approved by the CEO.

Foreign Currency

To date, the primary foreign exchange risk for the Centre is the US dollar with respect to the Canadian dollar, as a result of its International Sales operations. To minimize the impact of fluctuations, the Centre maintains a US dollar bank account both pay for certain services in US dollars and receive US dollar revenues. From time to time, the expected timing of US dollar receivables and payables are estimated, and the extent of the Centre's natural hedge of US dollar exposure is determined.

Cash Flow Management

Cash from operations has decreased over the year due to revenue shortfalls. As a result management is reviewing all expenditures.

Third Party Relationships

The following third parties (specifically identified or groups) are relevant during 2017-18.

Name/Type	Nature of Relationship	Governed by
MTCS	Governance, primary funder	MOU
Infrastructure Ontario (IO)	Building Operation and Renew	Accommodation Agreement
Compass Group Canada Ltd.	Food Service Operations	Contract; expires 2017
Eurest Services	Cleaning Service Operations	Contract; expires 2016 (new procurement underway)
Argyle Communications	Public Relations and Communications Agency	Contract; expires 2017
Various suppliers	On-site services	RFB/Tender and Contract
International Sales clients	Purchaser of exhibit services	Contract
Sponsors	Funding for sponsor	Contract

	benefits	
Preferred Caterers	Food service providers for rental clients	Contract expires 2017
Toronto District School Board (TDSB)	Partnership/Funder	Agreement expires 2019

APPENDIX A - 2017-2018 STRATEGIC BUSINESS PRIORITIES

BUSINESS PLAN PRIORITY	ACTVITY	DELIVERABLE	2017-18											
			A	M	J	J	A	S	O	N	D	J	F	M
1.0 ENHANCE CUSTOMER EXPERIENCES (PHYSICAL & DIGITAL)	1.1 CUSTOMER OFFERS	1.1.1. Ontario 150 - Collaboration/Creation Zone (Pilot - new science engagement model in Great Hall)												
	1.2 CUSTOMER SERVICE	1.2.1. Develop Customer Experience Strategy (Organizational Effectiveness Deliverable)												
	1.3 PHYSICAL SPACE (Capital Projects)	1.3.1 Implement automated parking system												
2.0 POSITIONING ORGANIZATION FOR SUCCESS	2.1 SCIENCE ENGAGEMENT MODEL	2.1.1. Define Science Engagement Model (Strategic Master Plan Deliverable)												
	2.2 BUSINESS MODEL	2.2.1. Define Business Model (Strategic Master Plan Deliverable)												
		2.2.2. Phased Implementation of Business Model (Strategic Master Plan Deliverable)												
	2.3 STRATEGIC PLAN	2.3.1. Define Strategic Plan (Strategic Master Plan Deliverable)												
		2.3.2. Implementation of Strategic Plan (Strategic Master Plan Deliverable)												
	2.3 CULTURE	2.3.1. Advance Culture Project (Organization Effectiveness Review Outcome)												
	2.4 LEADERSHIP	2.4.1. Advance Leadership Development Plan (Organizational Effectiveness Review Outcome)												
	2.5 ORGANIZATIONAL STRUCTURE	2.5.1. Phased Implementation of Structure												
	2.6 OMNIMAX	2.6.1. Future Potential Market Study												
3.0 FINANCIAL SUSTAINABILITY	3.1 REVENUES	3.1.1. Develop & Implement New Retail Model												
4.0 MARKETING	4.1 WEBSITE	4.1.1. Website Redevelopment												

APPENDIX B - 2017-2018 OPERATIONAL PLAN

BUSINESS PLAN PRIORITY	ACTVITY	DELIVERABLE	2017-18											
			A	M	J	J	A	S	O	N	D	J	F	M
1.0 ENHANCE CUSTOMER EXPERIENCES (PHYSICAL & DIGITAL)	1.1 CUSTOMER OFFERS	1.1.1. Featured Exhibition – Biomechanics												
		1.1.2. Featured Exhibition – Wildlife Rescue												
		1.1.3. OMNIMAX Film - Dream Big												
		1.1.4. Canada 150 - Discovery Way (bridge)												
		1.1.5. Exhibition Renewal – Power of Ideas												
		1.1.6. Programmatic Offers												
		1.1.7. Science School												
	1.2 CUSTOMER SERVICE	1.2.1. New Planetarium Admissions Plan												
		1.2.2. New School Booking System												
	1.3 PHYSICAL SPACE (Capital Projects)	1.3.1 Improvements to Rainforest Glazing												
		1.3.2. Repairs to Valley Restaurant Roofing												
		1.3.3. Outdoor Walkway and Curb Repairs												
2.0 POSITIONING ORGANIZATION FOR SUCCESS	2.1 PROJECT MANAGEMENT	2.1.1. Implement consistent project management approach organizationally												
	2.2 PARTNERSHIPS	2.2.1. Develop Framework for Engaging First Nations												
3.0 FINANCIAL SUSTAINABILITY	3.1 REVENUES	3.1.1. Achieve revenue targets for business centres												
	3.2 EXPENSES	3.2.1. Salary Expenditures on Budget												
		3.2.2. Operating Expenses on Budget												
4.0 BUILD BRAND, MARKETING & COMMUNICATIONS	4.1 MARKETING	4.1.1. Update Brand & Retail Strategies												
	4.2 COMMUNICATION	4.2.1. Review and Implement Social Media Strategy												
		4.2.2. Enhanced Corporate & Internal Communications												
5.0 SCIENCE CENTRE HOSTED EVENTS	5.1 CASC	5.1.1. Host 2017 Conference												

APPENDIX C – COMMUNICATION PLAN

Marketing and Communications strategies, plans and tactics are guided by the Centre's strategic priorities and business goals. The Ontario Science Centre will continue to base its MarCom strategies on business intelligence, original consumer research data and best practices, with the aim to address the needs, interests and motivations of its priority and secondary audiences. Marketing and Communications initiatives are increasingly using consumer insights and research to guide decisions and are co-planned to produce more cohesive MarCom delivery than previously. In parallel to attendance and business driving strategies, the Centre will also deploy strategic communications activities to promote its important role as a strong voice for science culture and key contributor to building science literacy and engagement. Key stakeholders include: government, corporate and individual supporters, universities, the education sector, etc.

The Science Centre will be in the market with fully integrated marketing campaigns using both off-line and electronic channels, with components that will resonate in PR and advertising alike. We will continue to promote featured products but our advertising approach will evolve from retail style to a mix of retail and "always-on" approach, with more emphasis on brand than previously. Strategy and tactics will reinforce the Centre's profile as a relevant, competitive and dynamic attraction, a focal point for informal science experiences and learning, and, will drive attendance from all visitor categories (General Public, Members and School Groups/Teachers). A comprehensive mix of channels will be employed, including media relations, social media, owned media, paid media, ambient tactics, and collateral.

Key Goals and Deliverables:

- Strengthen public perception of the Science Centre as a place that offers a wide spectrum of relevant science-intensive experiences for our core audiences: families with children and schools
- Develop campaigns that profile both ongoing Science Centre experiences (brand) and special featured products to drive attendance from existing, lapsed and new audiences, to inspire stakeholder engagement as well as advance the Centre's brand promise
- Develop refined brand expression and visual identity to strengthen Centre's profile and to be applied across all channels
- Produce a customer-focused, new website to enhance the user/visitor experience from the get-go, stimulate visitation, drive sales and support key business priorities
- Digital PR will include an ongoing video strategy, integrated and engaging content management, paid social to drive engagement and visitation
- Be top of mind as the best place to visit for a hands-on learning experience

- Target results from activities that match or surpass industry standards in KPIs (engagement, views, impressions, Media Relations Rating Points (MRPs)
- Increase focus on stakeholder communications to nurture stakeholder involvement, cultivate relationships with the media and, build the Centre's profile
- Utilize Canada and Ontario 150 to position the Science Centre as a thought-leader on science and innovation and a strong voice for science culture and science literacy
- Leverage key events, and the Centre's offerings, to communicate our key messages and expertise (e.g. Science Literacy Week, CASC conference, *Discovery Way* etc.)
- Tap into relevant partners and influencers to connect with a broader audience, multiply our messages and deepen relationships

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